



2025

City of Clarence Strategic Plan 2025 - 2035



City of Clarence pays respect to all First Peoples, including the Mumirimina (mu mee ree mee nah) of the Oyster Bay Nation whose unceded lands, skies and waterways we are privileged to conduct our business on. We pay respect to Elders past and present and we acknowledge the survival and deep spiritual connection of the Tasmanian Aboriginal People to their Country and culture; a connection that has endured since the beginning of time.

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Message from the Mayor

Message to be inserted in final designed document



Our Values

Our people matter

- We value clear and open communication
- We support and encourage each other
- We respect diversity
- We recognise individual needs, experience and strengths

Our community

- We take pride in our work and pursue a standard of excellence
- We genuinely listen and value collaborative relationships
- We strive towards the best outcome for our community
- We make responsible and sustainable decisions

Our open mind

- We actively seek opportunities to continuously improve
- We respect and explore different ideas and perspectives
- We embrace change that leads to positive outcomes
- We value innovation and creativity

Our safety

- We show care for people and look out for one another
- We speak up and support others to be healthy and safe
- We take personal responsibility for our own health and wellbeing
- We value work-life balance

Our environment

- We care for and protect our natural and built environments that shape life in Clarence, including our coastal, bushland, rural and urban landscapes.
- We make responsible choices that support sustainability and resilience in everything we plan and deliver.
- We adapt to climate change through practical action and build resilience over time.
- We use our resources wisely and work with our community to care for Clarence now and into the future.



Our Purpose

- To appropriately provide for the health, safety and welfare of the community
- To represent the interests of the community
- To provide for the peace, order and good governance of the municipal area

Our Vision

Clarence - a vibrant, prosperous, sustainable city

Our Mission

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery.

Our Community Wellbeing Priorities

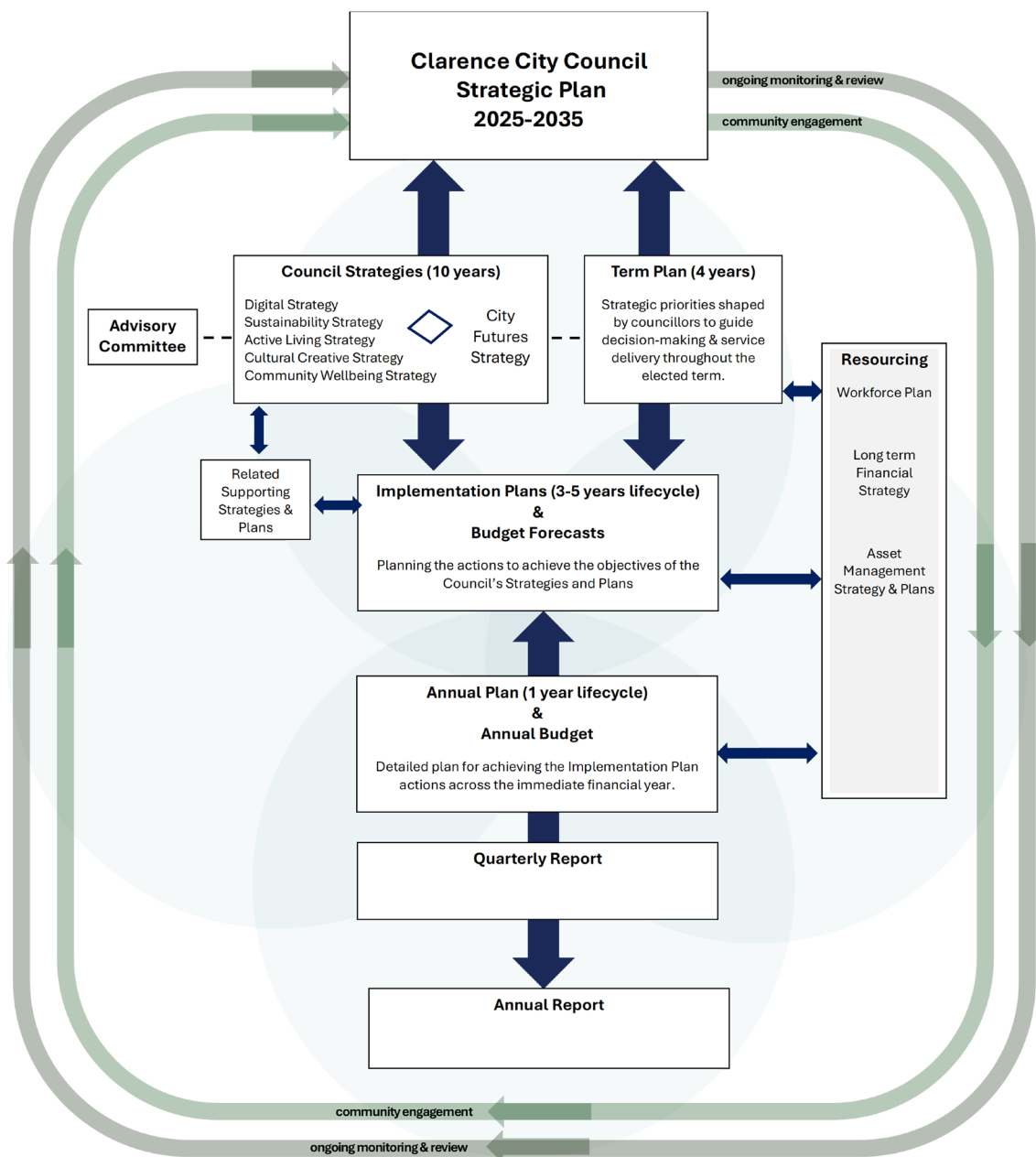
City of Clarence's Strategic Plan sets out our long-term direction for improving community wellbeing, recognising the social, cultural, environmental and organisational factors that contribute to a vibrant, prosperous and sustainable city.

Our focus on community wellbeing is expressed through four interconnected strategic focus areas that guide how Council will enhance quality of life and long-term prosperity over the next ten years. Each focus area identifies key outcomes that describe the long-term changes we are working towards. These outcomes are supported by detailed strategies and implementation plans and are reflected in Council's Annual Plan, ensuring our work is aligned, measurable and responsive to the needs and aspirations of our community.



Our Strategic Planning Framework

Our Strategic Planning Framework brings together our long-term vision, strategic priorities and delivery processes into a clear and coordinated system. It shows how the Strategic Plan connects to Council strategies and the Term Plan, flowing through implementation, budgeting and reporting. This ensures our priorities are translated into funded actions, monitored regularly and reported transparently to our community.



Our Strategic Focus Areas

Our Strategic Plan is anchored by four strategic focus areas. Each focus area is supported by targeted strategies that translate the community’s vision into clear priorities, guiding council action and investment toward a vibrant, prosperous, sustainable city. The focus areas support and strengthen each other, working together to achieve shared goals and deliver outcomes that matter to our community.



Focus Area 1 – Strategy and Delivery

A council that plans strategically, delivers effectively and works for its community

We lead with integrity and serve with purpose. Through strong governance, evidence-based decision-making, innovation, collaboration and alignment with broader strategies, we work with our community and partners to support long-term, transparent and accountable outcomes.

Strategic outcomes:

- 1.1 Strategic alignment** – Council plans and delivers in step with federal, state and regional frameworks, ensuring Clarence’s interests are represented and future development is well coordinated.
- 1.2 Leadership and good governance** – Values-driven and capable leadership, supported by investment in people, digital systems and organisational capability, ensures Clarence operates with integrity, meets its regulatory and legislatively responsibilities, and remains, transparent accountable, and responsive to evolving community needs.
- 1.3 Responsive and high-quality services** – Council delivers reliable, accessible and inclusive services through a range of channels, including digital and in-person options, that meet community needs and continuously improve them through innovation and a strong customer experience focus.
- 1.4 Effective policy and planning** – Council develops, delivers, and monitors policies, strategies and initiatives that are evidence-based, community-informed and aligned with Clarence’s long-term vision.
- 1.5 Relationships and strategic partnerships** – Working with others to unlock opportunities, foster innovation and deliver shared benefits.
- 1.6 Responsible and resilient management** – Long-term financial sustainability, sound risk management, secure and reliable systems, effective and reliable regulatory services and a capable, inclusive and supported workforce



Focus Area 2 – Sustainable Growth

Balancing growth and sustainability for a thriving, inclusive and resilient future

We help shape a future that balances people, prosperity and planet through sustainable, data-informed and forward-focused planning. We work to care for and protect our natural environment, strengthen climate resilience, support a diverse and innovation-driven local economy, invest in resilient, future-ready infrastructure and well-planned land use and development, so Clarence can thrive for generations to come.

Strategic outcomes:

- 2.1 Responsible stewardship** – Environmental sustainability and climate adaptation guide decision-making, supported by partnerships and shared actions to support responsible resource use, circular economy principles, transparency, and long-term resilience.
- 2.2 Healthy ecosystems** – Natural assets and biodiversity across urban, rural and coastal landscapes are cared for, protected, restored and enhanced, supporting environmental health and long-term resilience in a changing climate.
- 2.3 Well-considered land use planning** – Thoughtful strategic planning and comprehensive development assessments, guide growth and change, supporting Clarence’s built and spatial form to be well planned, climate-resilient and enhance liveability.
- 2.4 Sustainable asset management and investment** – Proactive maintenance, renewal and optimisation of existing assets, alongside investment in climate ready and resilient infrastructure and services that protect the community, support liveability and enable sustainable growth over the long-term.
- 2.5 Prosperous economy** – A thriving and diverse local economy that develops responsibly and is supported through innovation, research, digital capability, skills development, entrepreneurship and inclusive economic participation.
- 2.6 Accessible and future-ready city** – Safe, inclusive and sustainable multi-modal transport systems, innovative technology and digital infrastructure that connect people to services, opportunities and each other, enhancing access, movement and liveability.



Focus Area 3 – Culture and Place

Honouring our diverse stories, people and our natural and built environment

We recognise that our city's character is shaped by its people, stories and landscapes. We honour the enduring connection of the Tasmanian Aboriginal People to Country, supporting opportunities for truth-telling and collective understanding of our combined histories. We celebrate creativity, cultural expression and diversity across our whole community, to support inclusive environments where people feel safe, respected and valued.

Strategic outcomes:

- 3.1 Celebrate identity** – Clarence's creativity, cultural expression, diversity, natural values, and rich cultural and social history are reflected and celebrated in everyday life and recognised beyond our city.
- 3.2 Aboriginal and Torres Strait Islander Peoples and culture** – The cultures, knowledge systems and stories of Aboriginal and Torres Strait Islander Peoples are respected, celebrated and embedded in our work through genuine partnerships, co-design principles and connection to Country, aligned with Council's Reconciliation Action Plan.
- 3.3 Thriving creative community** – A vibrant and sustainable creative sector that provides diverse opportunities, high-quality experiences and events, fostering cultural expression, creativity and innovation.
- 3.4 Safe, vibrant and distinctive places** – Well-designed places that are safe, welcoming, inclusive, reflecting Clarence's environment, culture, and creativity, enhancing liveability strengthening connection across our city and building a strong sense of place.



Focus Area 4 – Wellbeing and Belonging

Building a healthy, inclusive, resilient community where people feel connected and supported

We foster a community that supports people to live well, feel safe and be connected by encouraging inclusive and healthy lifestyles, resilient neighbourhoods and everyday places that support wellbeing enabling people of all ages and backgrounds to participate fully in community life.

Strategic outcomes:

- 4.1 Healthy lives for all** – Council supports improved health and wellbeing outcomes across all ages, supported by safe, inclusive and accessible environments, active lifestyles, social connection, and valued parks and open spaces.
- 4.2 Inclusive and connected communities** – welcoming public spaces and services that foster connection, participation and belonging.
- 4.3 Resilient together** – strong partnerships that build community resilience, support emergency preparedness and response, and foster thriving communities.
- 4.4 Engaged, aware and empowered communities** – Council fosters learning, awareness and meaningful participation, empowering people, businesses and community groups through inclusive and accessible education and engagement.



